

86 02182



COMMUNITY DEVELOPMENT: IMPETUS FOR URBAN CHANGE

A TEN YEAR REPORT ON THE CDBG PROGRAM

Journal of Management Studies, 19(1), 67-80.

Journal of Management Education 30(6)p.789-804

8/19/86

FROM THE MAYOR

Nothing gives me more pleasure than looking back at the progress we have made in the past decade of progress in public housing and neighborhood development.

Oakland is proud to be one of the most diverse cities in America. Its rich and varied cultural heritage is one of its greatest assets. It is a pleasure to see the many children of all races and ethnicities growing up together in harmony.

The City of Oakland is proud to be one of the most diverse cities in America. Its rich and varied cultural heritage is one of its greatest assets. It is a pleasure to see the many children of all races and ethnicities growing up together in harmony.

Oakland is proud to be one of the most diverse cities in America. Its rich and varied cultural heritage is one of its greatest assets. It is a pleasure to see the many children of all races and ethnicities growing up together in harmony.

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

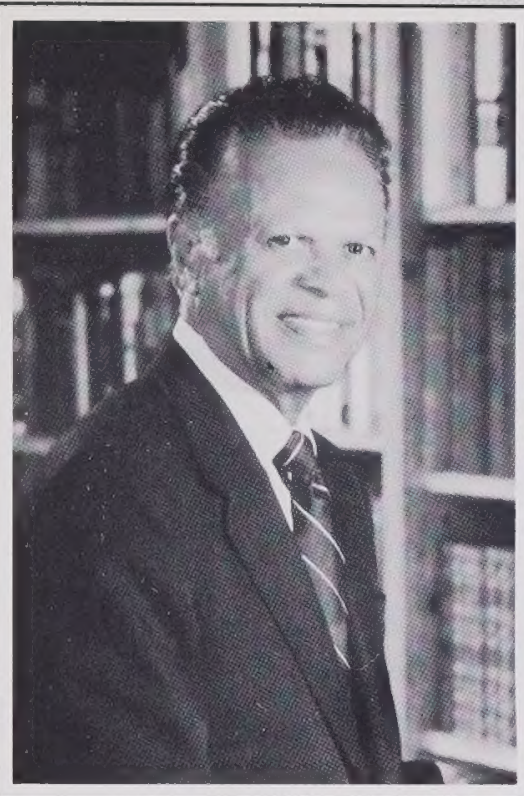
AUG 14 1986

UNIVERSITY OF CALIFORNIA

Sincerely,

Donnell W. ...

Donnell W. ...
Mayor



FROM THE MAYOR

Nothing gives me more pleasure than to introduce a report tracing a decade of progress in preserving Oakland's neighborhoods.

Oakland is proud to be considered the most integrated city in America. Its rich diversity stands as an example of how persons of all racial and ethnic groups can work and live together in harmony.

The City of Oakland is committed to maintain the uniqueness of its neighborhoods, as well as to provide adequate housing for all of its residents. The Office of Community Development has been accomplishing this through a wide variety of programs and services during the past ten years.

Oakland's residents have a major role in determining the improvements needed in their community. An example is our citizen participation program which is one of the most extensive of its kind in the nation. This program, for example, has contributed to our success in housing rehabilitation, housing counseling, historic preservation, development of new housing, and enforcement of our housing code.

Experts across the country refer to Oakland as "... the best example of a city that is renewing itself ..." The challenge before us now is to match our efforts in continuing our economic development with the revitalization of our neighborhoods. You can be assured that I will be working hard to see to it that the quality of life for all Oakland residents is improved with these programs.

Sincerely,

A handwritten signature in cursive script that reads "Lionel J. Wilson".

Lionel J. Wilson
Mayor

INTRODUCTION

TABLE OF CONTENTS

A LETTER FROM THE MAYOR	PAGE 1
INTRODUCTION	PAGE 2
HOUSING PRESERVATION	PAGE 4
HOME OWNERSHIP	PAGE 6
HOUSING SERVICES	PAGE 9
HOUSING DEVELOPMENT	PAGE 10
STREET IMPROVEMENTS	PAGE 12
PARKS AND PLAYGROUNDS	PAGE 14
HISTORIC PRESERVATION	PAGE 17
COMMUNITY FACILITIES	PAGE 18
OTHER FUNDED ACTIVITIES	PAGE 20
APPENDIX: CDBG PROJECTS	PAGE 21
DISTRICT MAP	PAGE 29

Shelter. A necessity for all of us. Owning our own home. A reality for far too few of us.

The City of Oakland recognizes the need for decent and affordable housing. There are those who can afford to buy a home through conventional methods. But for a large number of residents, it is becoming increasingly difficult to find, let alone purchase, decent housing.

A primary objective of the City of Oakland's Office of Community Development (OCD) is to improve housing conditions for Oakland's residents. This is accomplished by preserving the existing housing stock, encouraging new developments, and improving neighborhood areas. OCD's many programs and services are designed primarily for Oakland's low to moderate income families and it has identified certain areas of the City (the seven Community Development districts) for improvement.

OCD is divided into two departments: Housing and Program Development and Coordination. Each section has distinct and separate re-

sponsibilities, but both are working towards a common goal of improving the overall condition of Oakland's neighborhoods.

The Housing Department oversees a large portion of Oakland's housing programs including: rehabilitation; expanded home ownership; the development of single and multi-family units; the enforcement of Oakland's housing code; and other housing services that assist both homeowners and renters with a wide variety of housing problems.

The Program Development and Coordination Department is responsible for the City's neighborhood improvement and public service program, and provides technical assistance to the citizen participation program. Oakland believes that its residents should have a major voice in deciding how funds should be spent in their community. Its citizen participation program is one of the most extensive of its kind in the nation.

The seven Community Development (CD) districts extend from North Oakland to East Oakland and below

MacArthur Freeway (a map can be found on page 29). The areas are: Central East Oakland, Chinatown/Central, Elmhurst, Fruitvale, North Oakland, San Antonio, and West Oakland.

Each district has its own district council which meets monthly. Anyone living or working in any of these seven areas is eligible to become an active district council member in their respective neighborhood.

Each year, approximately \$2 million are allocated for neighborhood improvements and public services. The improvements and services funded are broad and varied. A new community facility, renovation of a park, street improvements, the preservation of a historical landmark, and a number of public services, are projects that can and have received financing.

Community Development is funded through a variety of sources. The major source of financing is through the Community Development Block Grant (CDBG) program. A federally-funded project administered by the Department of Housing and Urban



A.



B.



C.



D.

- A. *New single-family townhouses – Willow Manor*
- B. *New park, sidewalks, curbs, gutters, and street trees – the Linden Street Project*
- C. *A new neighborhood library – the Dimond Rohan Branch Library*
- D. *Renovation of a vacant house*



Development, the CDBG program is designed to develop viable urban communities by providing decent housing and a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income.

OCD also receives monies from tax increment funds, the City's General Fund, State grants, Housing Development Grants, and Housing Counseling grants. In addition, several projects generate income to augment the budget. OCD also tries to use its available funds to leverage other monies for projects, thereby getting more mileage out of its dollars.

OCD's process for funding projects is thorough and extensive. Recommendations for specific projects are made by the district councils or other agencies, and then submitted to the Council of Seven District Chairpersons, the Community Development and Economic Development Advisory Commissions (advisory boards appointed by the Mayor), and ultimately to the Oakland City Council for

approval. Although this may seem like a somewhat lengthy process, it guarantees that residents have several opportunities to comment on improvements to be made in their neighborhoods.

Over the past ten years, over \$132 million has been spent for housing and neighborhood improvements. The achievements are significant and have truly benefitted Oakland's community.



HOUSING PRESERVATION



A.



C.



B.



D.



E.

Many neighborhoods have them. The house on the corner that desperately needs a new coat of paint, or the one up the street whose roof is leaking. In many of these situations, the owners of these properties see the need to rehabilitate their homes but can't quite seem to obtain the necessary funds. This is where OCD can help.

A major goal of the City is to preserve the existing housing stock in Oakland. Its preservation programs are creative and varied, and are principally designed to assist low and moderate income homeowners in their efforts to rehabilitate their properties.

Foremost of these preservation programs is the Home Maintenance and Improvement Loan Program (HMIP). The HMIP offers eligible homeowners low interest or deferred loans for property rehabilitation. The loans are made at either a very low 6% interest rate, or are deferred, which means the homeowner does not have to pay back the loan until the property is sold. Since the program's inception, more than \$18 million have been

expended and over 2000 loans have been approved.

Property owners have used these loans to replace faulty electrical wiring, modernize plumbing, fix broken windows, and make other major home repairs. This program has also been very beneficial in helping homeowners make emergency repairs to correct housing code violations.

Another of the major projects designed to preserve Oakland's existing housing areas is the Self-Help Paint Program. The Self-Help Paint Program offers qualified homeowners free exterior household paint, brushes and painting tools, and mandatory workshops on how to successfully paint a house. Since it began in 1976, approximately 5000 families have received free paint.

A similar program not only gave eligible homeowners the paint but also actually painted the properties free of charge. Called the Free Paint Program, this project was a great help for many elderly or disabled persons who neither could do the work themselves nor afford to hire someone to do the painting for them. This

program has been discontinued due to a reduction of available funds, but during its existence the Free Paint Program helped over 1000 families.

The Rental Rehabilitation and Loans to Lenders programs are other housing preservation projects that have helped property owners of multi-family rental dwellings to renovate their properties primarily for the benefit of low to moderate income renters.

Since new affordable housing is becoming a rarer commodity in Oakland, it is vital that the City's existing housing stock be preserved. OCD is firmly committed to that objective and will persist in its preservation efforts as long as the need is there.

-
-
- A. *After rehabilitation –
the Home Maintenance
and Improvement
Loan Program*
- B. *Above house before
rehabilitation*
- C. *After painting – the
Free Paint Program*
- D. *This house and twenty-
one other buildings
were moved from the
John B. Williams
(Grove Shafter) Free-
way site to Oak Center.
They were subsequently
renovated and sold as
Section 8 Coops as part
of the Grove Shafter
Freeway Replacement
Housing Project.*
- E. *Above house after
rehabilitation*
- F. *After rehabilitation –
the Grove Shafter Free-
way Replacement
Housing Project*
-
-



F.

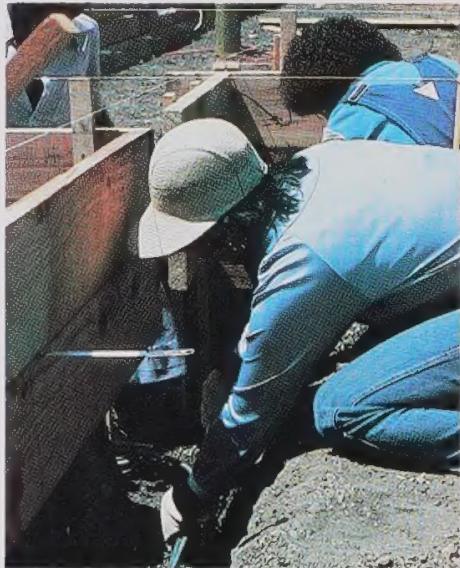


HOME OWNERSHIP



A.

B.



C.



D.



E.

Owning your own home is central to the American dream. Unfortunately, many have little hope of achieving home ownership. High interest rates, large down payments, and the rising costs of homes in the Bay Area have left low and moderate income families with little realistic hope of ever owning their own property.

The City of Oakland realizes the problems people face in buying a home. It is committed to helping those who cannot otherwise afford to purchase property through conventional financing.

Low to moderate income families are assisted in their quest for home ownership through the use of single and multi-family tax exempt bond programs. The basic goal of a bond program is to provide, through the issuance of tax-exempt bonds, home mortgage loans at interest rates lower than conventional rates.

Oakland's first bond program appeared in 1980. Christened the Multi-Lender Program, 30 year mortgages at a low 10½ percent were offered to qualified ap-

plicants. The program was a huge success, aided by the fact that interest rates at that time soared to an unprecedented 18 percent. The City of Oakland has sold three bond issues to finance single family mortgages, totalling over \$195 million. In addition, three bond issues totalling \$47.8 million have been used to assist in the rehabilitation and development of rental housing units.

Besides helping low to moderate income families achieve the "American dream," Oakland's bond programs have had other beneficial effects. They have helped to keep the real estate market healthy in Oakland and saved numerous jobs for employees working in many real estate related organizations.

The innovative Owner-Built Housing Program provides another means of affordable housing. The philosophy of this program is "sweat equity." Prospective homeowners actually build their own homes under the guidance of construction experts, drastically cutting down the cost of the property. Under the guidance of the

Oakland Neighborhood Housing Services, a local non-profit organization, a group of families jointly constructed their own homes in the Elmhurst district. In Phase I, fourteen families built their own homes, nine more homes were completed in Phase II, and eight more homes are scheduled for construction under Phase III.

Manufactured homes is another option for families looking for affordable properties. Manufactured houses, because they are more efficiently produced, keep construction costs down, and are therefore less expensive to purchase. These types of houses have been built in the San Antonio and Central East Oakland districts, and an additional eleven homes for low income families were constructed in Oakland with the help of the California Housing Assistance program.

The dream of home ownership may be just that to many families. But Oakland will continue to do whatever it can to make that dream a reality for more of its residents.

A. *Owner-Built Housing
– Phase II*

B. *Families participate in
all phases of
construction in the
Owner-Built Housing
Program.*

C. *San Antonio
Manufactured House*

D. *In the Owner-Built
Housing Program,
groups of families work
together to construct
their own homes.*

E. *The City's first bond
program for single
family purchase made
possible home-
ownership for this
family.*

F. *Owner-Built Housing
– Phase I*



F.



-
- A. *Housing Counseling Services' staff provided information on housing programs to residents at a neighborhood street fair.*
 - B. *Homebuyers Workshop*
 - C. *Safe electrical wiring is one result of enforcement of the City's codes by Housing Conservation.*
 - D. *Renovation through the Vacant House Program*
 - E. *Renovated house once declared substandard by Housing Conservation*
 - F. *New roll-in shower for wheelchair use – the Tenant Access Program*
(Photograph courtesy of the Tenant Access Program, a special project of the Department of Social Services)
-

HOUSING SERVICES

The Office of Community Development provides a multitude of services designed to assist the City's residents with their housing needs.

One of the most widely used services provided is the Housing Counseling program. Housing Counseling has been nationally recognized as providing the most capable services to clients. It has acquired a list of impressive statistics including the fact that over 86,000 people have been helped with their home management problems. Individual and confidential financial counseling, instructions on home purchase and maintenance, landlord/tenant counseling, and an extensive information and referral service are examples of the types of assistance provided to Oakland's residents.

Another important and essential service is the enforcement of Oakland's Housing Code. Cleaning vacant lots, securing vacant buildings, enforcing zoning and mandatory garbage ordinances, and providing inspection services on request prior to the sale of a residential property are

other responsibilities that helps to ensure the safety of the City's residential areas.

Assistance is also given to households and businesses displaced because of City projects. Since 1977, over 500 households and businesses have been helped in their relocation efforts.

For some services, the City may contract with individuals or organizations. As an example, funds are allocated to several fair housing organizations to provide services in the areas of landlord/tenant relations, investigation of legal remedies for housing discrimination, and fair housing for children.

Besides providing various services to the community, other types of specific programs are designed to respond to Oakland's housing requirements. Some of these are the following.

The Vacant Housing Program uses funds to purchase vacant and dilapidated residential buildings that are to be subsequently rehabilitated and sold. *The Tenant Access Program* provides grants to owners of residential properties in Oakland to make selected

housing units accessible to disabled tenants. Ramps, handrails, and kitchen or bathroom renovations are some of the alterations that can be done under this program.

The Urban Homesteading Program allows selected applicants to receive property for a low down payment in exchange for their agreement to rehabilitate a property and occupy it for five years.

These programs and services are varied, but they all have one thing in common: to improve housing conditions for Oakland's residents.



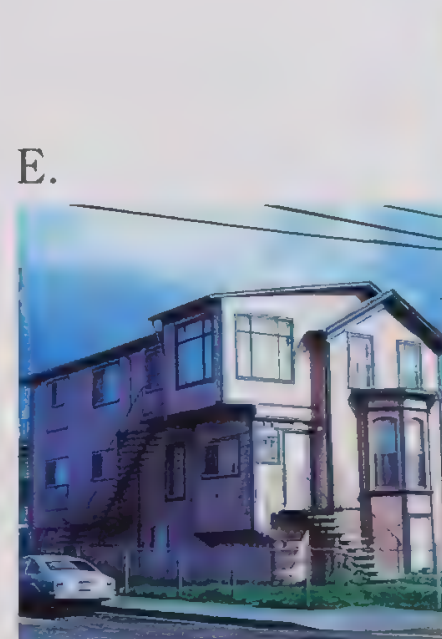
B.



C.



D.



E.



F.

HOUSING DEVELOPMENT



A.



B.



C.



D.



E.



F.

Today, few private or publicly assisted housing developments are feasible without some type of government assistance. The residential development industry is facing major changes in conventional financing methods coupled with soaring construction costs. Both private and public developers are turning to the City for assistance.

A variety of services are provided to developers. The contribution to a project can simply be a subsidy from a variety of sources, or it can take the form of a much more active advisory role in the different stages of development.

Services offered include housing program development and planning, technical assistance to both the private and public sector, housing information and referral, and analysis and interpretation of housing legislation and other public programs. Also provided is assistance with the preparation of applications for new funding sources, identifying potential housing sites, and in some cases, utilizing the City's redevelopment process to assist in

housing construction.


On July 14, 1984, the U.S. Department of Housing and Urban Development published information regarding a new program called the Housing Development Grant Program (HDG). The purpose of HDG would be to provide much needed funds for either the construction or substantial rehabilitation of rental residential projects for low to moderate income families. Within a few weeks, OCD staff had completed five lengthy applications for submittal to HUD and waited anxiously to see which projects, if any, would be funded.

On October 23, 1984, the City was notified that four of the five applications had been funded for a total of almost \$2.8 million. This is a simple, yet forceful, example of the type of assistance offered to developers.

OCD has contributed to the completion of a number of Oakland's housing developments. Allen Temple Arms in East Oakland provides 75 units of multi-family housing for seniors and the disabled. Eldridge Gonaway Commons (named in memory of a

former Director of OCD), is a 40-unit housing complex that combines both townhouses for families with children, with apartments specifically designed for the handicapped and elderly. Willow Manor in West Oakland produced 24 additional housing units consisting of single family townhouses. Further examples include St. Mary's Gardens, Nueva Vista, Oaks Hotel, and the J. L. Richard Terrace projects.

Oakland's limited housing stock makes it increasingly difficult for many families to find decent and affordable housing. With the public and private sectors working together, the construction of new developments will continue to help alleviate Oakland's housing problems.

-
- A. Willow Manor – new single-family townhouses
 - B. Oaks Hotel – rehabilitation of a residential hotel
 - C. St. Mary's Gardens – new housing for the elderly
 - D. Nueva Vista – construction of multi-family housing
 - E. Allen Temple Arms – new housing for the elderly
 - F. Eldridge Gonaway Commons – new multi-family housing
 - G. Construction of St. Mary's Gardens
-
- 



STREET IMPROVEMENTS



A.

B.



C.



D.

E.

The quality of a neighborhood comprised of well kept homes can be destroyed if its streets are in deplorable condition. Over \$12.5 million in Community Development funds have been allocated to make a variety of street improvements that enhance many of Oakland's low and moderate income communities.

The Street Tree Planting Program is one of the most popular neighborhood improvement projects. Since the program's beginning in 1979, nearly 6000 trees have been planted in a variety of Oakland's neighborhoods.

Street tree planting efforts are coordinated by the Greenstreets Program, administered by the City's Office of Parks and Recreation, and by the Oakland Neighborhood Tree Organizing Program (ONTOP), a community-based tree planting organization. Both programs involve the public in the tree planting process and enlists the communities' aid in the caring of the trees once the planting is completed. It is a credit to Oakland's residents that a preliminary survey has indi-

cated the average survival rate of these trees is more than 90 percent.

Street, sidewalk, curb, and gutter reconstruction has also received extensive funding. Street improvements have been made to many areas including East 14th Street between 29th and 35th Avenues, 61st Avenue between MacArthur and Camden, and 34th Avenue between Galindo and Salisbury. Also, 60 percent of the sidewalks, curbs, and gutters in West Oakland scheduled for repair have been completed. These street reconstruction efforts have tremendously helped to alleviate this problem in Oakland.

The beauty of murals brighten up bleak areas of a city like nothing else can. The "Grand Performance" mural, located on Grand Avenue at MacArthur Boulevard, was assisted in its completion by a grant of Community Development funds. The faces of Jack London, Calvin Simmons, and members of the San Francisco Mime Troupe, grace the mural, giving life to this once drab area and enjoyment to passersby.

Other murals that have received assistance include: "Oakland's Portrait" located at Kahn's Alley; "Giraphics" at Harrison Street and MacArthur Boulevard; and "Street Tattoo" at 21st Street and San Pablo Avenue.

Other street improvements include a handicapped barrier removal project which provides for the removal of existing curbs and sidewalks at street corners and the installation of wheelchair ramps, the construction of bus shelters, and a number of street sweeping programs. The installation of traffic signals, bilingual street signs, and litter containers also help to improve the City's street conditions.

The quality of a community's streets is important to the livability of that community. The improvements mentioned here have done much to offset the deteriorating conditions of neighborhoods, making them more comfortable places to live.

-
- A. *Section of "Grand Performance" mural under a freeway overpass*
 - B. *New sidewalks, curbs, and gutters in West Oakland*
 - C. *Stanford Avenue Median Landscaping Project*
 - D. *New traffic signal and bilingual street signs*
 - E. *Street tree planting through the Oakland Neighborhood Tree Organizing Program (ONTOP)*
 - F. *Detail of "Grand Performance" mural*
-



F.





A.

C.



D.

B.

PARKS AND PLAYGROUNDS

An extensive park and recreation system is crucial to the quality of life offered in any urban area. An elderly couple enjoying an afternoon game of tennis, or a child squealing in delight as she slips down a slide are familiar scenarios that would not be possible in Oakland if not for its parks and playgrounds.

The City, recognizing the importance of decent and well kept recreation areas, has spent more than \$7 million in the past ten years towards the improvement of Oakland's

park system.

Projects that have received funding include the development of the Peralta Hacienda Historical Park, land acquisition for the new Nicol Mini-Park in the Fruitvale district, and obtaining much needed playground equipment for the Peralta School recreation yard.

The renovation of ball-fields, repaving of basketball and tennis courts, swimming pool improvements, and the upgrading of many a park's landscaping, are other im-

provements that have made a significant difference in the condition of the City's parks.

The City continues to fund improvements to Oakland's recreation facilities, and will strive to make sure every child has the opportunity to slip down a slide.

E.





A. *New mini-park at the Linden Street Project*

B. *Neighborhood children at the dedication of Phillip Morgan Plaza*

C. *Phillip Morgan Plaza*

D. *Peralta Hacienda Historical Park*

E. *Renovation of de Fremery Swimming Pool*

F. *85th Avenue Mini-Park*

G. *Nicol Mini-Park*

H. *Cathedral Plaza*

I. *Concordia Park*

J. *New tennis courts at Brookfield Recreation Center*



H.



I.



F.

G.



J.





A. *J. Mora Moss Cottage
(detail)*

B. *Camron-Stanford
House**

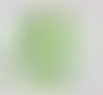
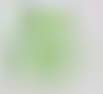
C. *Moss Cottage in
Mosswood Park*

D. *Campbell House*

E. *Antonio Maria Peralta
House**

F. *Camron-Stanford
House (detail)**

**National Register of Historic Places.
All of the above have been desig-
nated as City Landmarks.*



A.

HISTORIC PRESERVATION

Moss Cottage in Mosswood Park, Italianate villas, stately Victorian homes, and the Pardee Mansion. Oakland is filled with many beautiful and architecturally significant buildings that lend a certain character to the City.

As Oakland stands firm in its commitment to the preservation and improvement of existing housing areas, so is it also committed to the historical preservation of the City's historical landmarks.

The Antonio Maria Peralta Ranch House on 34th and Paxton Streets is one of the historical landmarks that has benefitted from Community Development. The Italianate farmhouse, built in 1870, was the center of a two-and-a-half acre hacienda owned by Antonio Maria Peralta. Here, the Peralta family held annual cattle roundups, rodeos, and conducted their business of selling hides and tallow to the ships that visited the Bay Area.

The renovation of this historical property for community use is about 50 percent completed. More than \$1.5 million has been spent to

renovate this landmark and to acquire and develop the surrounding area into the Peralta Hacienda Historical Park.

The Camron-Stanford House is another important Oakland landmark. Located on the shores of Lake Merritt, the finely detailed Italianate villa now provides office space for non-profit organizations and is open for public tours free of charge. People from all over are allowed a glimpse into the past, as they view the authentically restored and decorated front parlors, art gallery, and solarium.

The Camron-Stanford House was saved from demolition due to the efforts of a dedicated group of volunteers. The City has contributed approximately \$99,000 towards its restoration.

Projects documenting landmarks and the history of various Oakland neighborhoods have also received support. In 1982, a historical survey of the Clinton Park area was undertaken. The study showed how the Clinton

Park neighborhood had evolved over the past 130 years, and documented many of the area's historical landmarks.

In today's growth-oriented and fast paced environment, more and more people are realizing that much can be learned from the past. Supporting the renovation of Oakland's historical landmarks is one way the City helps to preserve the very important past for generations to come.



B.



C.



D.



E.



F.

COMMUNITY FACILITIES



A.



B.

C.



D.



E.

Community centers bring people together for many different reasons. Whether it is a Saturday night dance, an aerobic class, or a neighborhood district meeting, these facilities are used to offset the somewhat impersonal nature of the nation's urban areas.

The benefits gained from a senior citizen center, library, or recreation center are too numerous to mention. The City understands the importance of community facilities and encourages their renovation. Over \$13 million of Community Development funds have been expended towards the improvement of Oakland's community centers.

The Veteran's Memorial Building provides seniors with a centrally located community center in downtown Oakland. More than \$1.08 million have been spent for the acquisition and rehabilitation of this building. Improvements to the center have included roof and gutter repair, accessibility for disabled persons, and solar installation.

The Asian Library, in the

Chinatown and Central district, received almost \$350,000 to rehabilitate its property. This library, where collections in five languages are housed, is a focal point of learning in the community.

On June 8, 1985, the citizens of Oakland celebrated the reopening of the de Fremery Recreation Center with a day of merriment. Over \$88,000 of Community Development funds were utilized to assist in the rehabilitation of this recreation center, where renovations included new kitchen equipment, new landscaping, and construction of a portable wheelchair access ramp.

Other facilities that have received assistance include the Rainbow Recreation Center, the East Oakland Youth Development Center, Brookfield Village Branch Library, the Lincoln Neighborhood Center, the Oak Center Cultural House, and a host of other community and recreation centers.

Under the Public Service Facilities Assistance Program, grants and loans are provided for the acquisition

and rehabilitation of facilities for community based, non-profit public service organizations. Child care facilities, women's refuge shelters, and centers for the handicapped have received funding under this program.

Community facilities improvements are a vital part of our efforts to enhance Oakland's low and moderate income neighborhoods.

-
- A. *Rainbow Recreation Center – new recreation center and outdoor facilities*
 - B. *Brookfield Village Branch Library – old firehouse renovated into library*
 - C. *Brookdale Park Recreation Center – renovation and new addition*
 - D. *East Oakland Youth Development Center – new youth center*
 - E. *Oak Center Cultural House – new community center*
 - F. *Children at the new Lincoln Neighborhood Center*
-



OTHER FUNDED ACTIVITIES

Almost \$15 million in Community Development funds have been allocated to various programs designed to improve the economic climate in Oakland. Low interest loans designed to assist in the financing for expansion and rehabilitation of existing commercial and industrial facilities, a management and technical assistance program, funds for capital loans and venture capital loans for businesses throughout the seven CD districts, and business assistance counseling, are examples of the types of economic development programs and services offered to Oakland's residents.

A number of redevelopment projects have turned previously distressed areas into well groomed neighborhoods.

These redevelopment projects include: Chinatown; Elmhurst; Oak Center; and Stanford/Adeline. Oak Center is a residential community in West Oakland that covers 56 city blocks. It is comprised of 465 rehabilitated homes providing 700 modern units, five new multi-family housing developments offering 497 additional housing units, and over 23 acres of parks.

The funding of five emergency shelters and two voucher programs (a voucher program pays for a family's stay at a selected hotel or motel for a limited time) helps to ease the plight of the City's homeless. The shelters receiving financing are: Salvation Army; Mission SAFE; Peniel Mission; A Women's Refuge; and A Safe Place. Plans are currently being made to build another major emergency shelter, and to develop a county "safe site," which is a secure day-time place for the homeless.

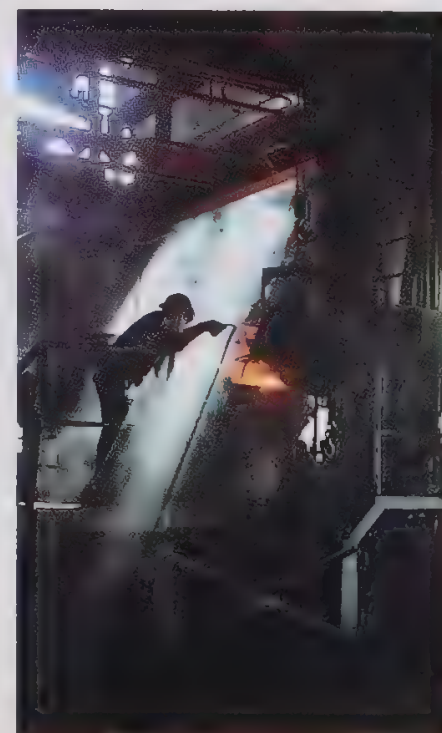
Over the past ten years, Oakland has accomplished much towards its goal of providing affordable housing and a decent living environment for Oakland's residents through the use of Community Development funding.



A.



B.



C.



D.

-
- A. *View of downtown
Oakland*
(Photograph courtesy of the
Office of Economic
Development and
Employment)
 - B. *Painting class for local
businesspeople*
 - C. *Economic development
loan for renovation and
expansion – American
Brass and Foundry*
 - D. *Oak Center
Redevelopment Area*
-

APPENDIX

The following is a partial list of programs and projects funded and administered by Oakland's Office of Community Development under the Community Development Block Grant Program.

HOUSING PROGRAMS	PAGE 22
DISTRICT PROJECTS	PAGE 24
ECONOMIC DEVELOPMENT PROJECTS	PAGE 28

Housing Programs

June 30, 1985 (Figures in parentheses = units of service)

Program	Total	North Oakland	West Oakland	Chinatown & Central	San Antonio
<u>Home Maintenance and Improvement Loan Program (HMIP)</u>	\$ 8,527,261 (607)	\$1,098,564 (91)	\$ 2,026,300 (105)	\$ 141,968 (6)	\$1,336,553 (89)
HMIP Deferred Loans	\$ 6,585,243 (670)	\$1,014,066 (90)	\$ 1,316,041 (137)	\$ 35,000 (3)	\$ 762,784 (79)
HMIP Grants	\$ 3,239,315 (713)	\$ 406,625 (92)	\$ 482,126 (100)		\$ 405,268 (87)
312 Loans	\$ 6,489,210 (256)	\$ 182,550 (9)	\$ 2,870,850 (82)	\$ 36,050 (2)	\$ 236,950 (11)
<u>Oakland Neighborhood Housing Services, Inc. Loans</u>	\$ 814,144 (64)				
Oakland Better Housing, Inc. Projects	\$ 1,968,100 (42)	\$ 123,000 (2)	\$ 754,000 (14)		\$ 236,000 (7)
Grove/Shafter Housing (single-family)	\$ 7,231,000 (94)	\$ 40,000 (1)	\$ 1,830,000 (24)*		\$ 80,000 (2)
Grove/Shafter Housing (multi-family)	\$ 9,450,000 (190)		\$ 9,450,000 (190)*		
<u>Vacant Housing General</u>	\$ 8,320,000 (47)	\$ 140,000 (2)	\$ 1,457,000 (29)		\$ 63,000 (2)
Homestead Program	\$ 3,405,000 (120)				\$ 26,000 (1)
New Construction (single-family)	\$ 2,643,500 (45)	\$ 65,000 (1)	\$ 126,000 (2)		\$ 227,500 (4)
New Construction (multi-family)	\$11,274,000 (226)			\$2,700,000 (81)	\$2,717,000 (40)*
Total Loans & Grants	\$69,946,773 (3074)	\$3,069,805 (288)	\$20,312,717 (683)	\$2,913,018 (92)	\$6,091,055 (322)
<u>Code Enforcement Activities**</u>					
Buildings declared substandard or public nuisance	2,659	190	510	54	463
Buildings demolished	469	27	177	11	52
Certificate of Occupancy issued	1,133	83	67	18	208
Junk yard abatement	14	0	12	0	1
<u>Paint Programs</u>					
Free Paint***	1,036	133	162	2	111
Self-Help Paint****	5,090	734	439	21	528
<u>Housing Counseling</u>					
Default & Delinquency counseling	5,087				
Prospective Homebuyers counseled	10,644				
Homebuyers workshops held	197				
Post occupancy counseling	2,818				
Section 8 briefings	12,451				
General Housing Information & Referrals	45,655				
Self-Help Paint clients counseled	9,759				

* CD funds were a small portion of total costs but there was significant CD involvement with the development.

** In addition, 1,639 properties were cleaned and secured in the 7 CD Districts during the 10 year period. During the period July 1, 1983-June 30, 1985, complaints averaged 4,100 per year, many of which resulted in the actions described above.

*** The Free Paint Program has spent a total of \$2,603,154 in the 7 CD Districts.

**** The Self-Help Paint Program has spent a total of \$1,455,386 in the 7 CD Districts.

Fruitvale	Central East Oakland	Elmhurst
\$ 943,007 (71)	\$ 1,262,719 (112)	\$ 1,718,150 (133)
\$ 669,710 (71)	\$ 968,789 (100)	\$ 1,818,853 (190)
\$ 367,918 (71)	\$ 607,162 (127)	\$ 970,216 (236)
\$ 293,950 (13)	\$ 1,012,400 (48)	\$ 1,856,460 (91)
		\$ 814,144 (64)
\$ 99,500 (2)	\$ 210,200 (5)	\$ 545,000 (12)
	\$ 240,000 (6)	\$ 5,041,000 (61)*
	\$ 6,260,000 (6)	\$ 400,000 (8)
\$ 240,000 (7)	\$ 1,187,000 (35)	\$ 1,952,000 (77)
	\$ 365,000 (6)	\$ 1,860,000 (32)
\$2,700,000 (30)		\$ 3,157,000 (75)*
\$5,314,085 (265)	\$12,113,270 (445)	\$20,132,823 (979)
149	393	900
31	67	104
75	225	457
0	0	1
84	190	354
475	1,195	1,698

Bond Programs For Housing Finance				
Date	Issue Name	Amount	No. Loans (Units)	Purpose
1/1/80	Issue A — 10½%	\$112,890,000	1,685	Single-family home purchase and new construction.
12/15/80	Loan to Lender Residential Rehab Bank of America	\$ 8,130,000	988	Rehab of rental units.
8/15/82	Issue B — 13½% (10¾%)	\$ 61,740,000	274	Single-family home purchase and new construction. Rate reduced through renegotiation.
12/15/82	Deposit to Lender Residential Rehab Bank of America	\$ 16,600,000	313	Rehab of rental units.
2/15/84	Skyline Hills	\$ 23,000,000	300	New construction of rental units.
6/18/84	Issue C — 9⅞%	\$ 23,175,000	225	Single-family home purchase and new construction.

District Projects

North Oakland

Bus Shelters and Benches
Bushrod Park Improvements
Child Care Vendor Voucher Program
Colby Park Renovation
Day Care Public Service Training Program
Golden Gate Library Ramp
Golden Gate Recreation Center Renovation
Grove Shafter Park
Idora Park YWCA Renovation
Linden Street Project
Local Bus Transportation for Children's Recreational Activities
Martin Luther King Jr. Plaza Project (Grove Street Center)
Mosswood Park: Recreation Center Renovation and Park Improvements
Neighborhood Commercial Revitalization
North Oakland Child Care Rehabilitation Assistance
North Oakland Community Development Commission House Rehabilitation
North Oakland Parish: Housing Assistance Project for Seniors
Oakland Housing Authority: Resident Paint Training Program
Oakland Licensed Day Care Association
Oakland Licensed Day Care Association: Relief Workers

Peralta School Playground Equipment
Project SEED, Inc.
Public Service Facilities Assistance Program: Rehabilitation Grants
Stanford/Adeline Redevelopment Project
Stanford Avenue Median Landscaping
Storm Drains: Echo and Glen Aves., 42nd St. and Telegraph, 50th St. and Telegraph
Street Sweeping Project
Temescal Library Lighting
Temescal Pool Renovation
Traffic Control and Channelization at Stanford Ave. and San Pablo
Traffic Signal: Claremont and Colby
51st St. Landscaping
59th Street Community Garden

West Oakland

de Fremery Park: Recreation Center and Swimming Pool Renovation, and Park Improvements
Jubilee West Housing Rehabilitation: Phases I and II
M. Robinson Baker (YMCA) Playground
Minor Home Repair Program
Neighborhood Clean-up Program
Neighborhood Commercial Revitalization
Northwest YMCA Swimming Pool Enclosure
Oak Center Cultural House
Oak Center Homes Family Co-op
Oak Center Redevelopment Project
Oakland Housing Authority: Resident Paint Training Program
Rectory Rehabilitation
Poplar Recreation Center Renovation
St. Mary's Gardens

Sidewalks, Curbs, and Gutters:
 Ralph Bunche/South
 Prescott, South Prescott,
 Myrtle St., McClymonds,
 Linden/Chestnut/21st St.,
 Ralph Bunche/Durant, North
 Prescott, Clawson, South
 Prescott, Hoover/Foster
 Stepping Stones Growth Center
 for Children with Retardation
 Teen Employment, Educational
 and Communication Skills
 Program
 Traffic Signals: Adeline and 10th
 St., Market and 33rd St.
 West Oakland Health Center
 West Oakland Multi-Service
 Center and Branch Library
 Willow Manor
 Youth Enterprise Generator
 Training Project
 25th Street Mini Park

Chinatown & Central

Asian Health Service
 Asian Library
 Asian Library Service
 Bilingual Street Signs
 Bus Shelters and Benches
 Bus Transportation to Feather
 River Camp
 Camron-Stanford House
 Restoration
 Cathedral Plaza
 Chinatown Redevelopment
 Project
 Crime and Fire Prevention
 Program
 Downtown Multi-Purpose Senior
 Center
 East Bay Asian Local
 Development Corporation:
 Business Development
 Employment and Language
 Training Program
 “Giraphics” Mural (Harrison St.)
 “Grand Performance” Mural
 (Grand Avenue)
 Harrison Street Boulevard
 Project
 Housing Development and
 Rehabilitation
 Improvement of City Property:
 Orange St.
 Korean Community Center
 Lafayette Square Renovation
 Lake Merritt Channel Park
 Lakeside Park Renovation
 Lincoln Neighborhood Center
 Local Bus Transportation for
 Children’s Recreation
 Activities

Main Library Access Project
 Neighborhood Revitalization
 Project
 Oak Park
 Oaks Hotel
 Oakland Chinese Community
 Council
 Oakland Housing Authority:
 Resident Paint Training
 Program
 Oakland YWCA Improvements
 “Oakland’s Portrait” Mural
 (Kahn’s Alley)
 Parent Child Development
 Centers
 Public Service Facilities
 Assistance: Rehabilitation and
 Access Grants
 St. Marks (Victoria Plaza)
 St. Mary’s Community Center
 Storm Drain: Vernon Terrace
 “Street Tattoo” Mural (Grove
 Shafter Freeway)
 Traffic Control: Oakland Ave. and
 Pearl St.
 Traffic Signals: Oakland Ave. and
 Perry Pl.; Jackson St. at 7th,
 8th, and 10th Sts.
 Utilities Undergrounding
 Assistance
 Vernon Way Public Pathway

San Antonio

Allied Fellowship Service
Bella Vista Tennis Courts
Renovation
Booth Memorial Development
Center
Brooklyn Historical Survey
Bus Shelters and Benches
Central Reservoir Park
Child Care Vendor Voucher
Program
Clinton Park Renovation
Community Adult Day Health
Service
Crime Prevention Program
East Bay Skills Center
Eldridge Gonaway Commons
“En El Libro Tu Libertad” Mural
(Clinton Recreation Center)
Energy Conservation Project
J. L. Richard Terrace
Live Oak Pool Renovation
Manzanita Neighborhood Center
Improvements
Manzanita Tutorial Program
Merritt Home Renovation
Neighborhood Revitalization
Project

Oakland Housing Authority:
Resident Paint Training
Program
Phillip Morgan Plaza
Public Service Facilities
Assistance: Rehabilitation
Grants
San Antonio District House
San Antonio Health Center
San Antonio Manufactured
Houses
San Antonio Park Improvements
Sidewalks, Curbs, and Gutters:
E. 14th St.
“Spirit of Childhood” Mural
(Franklin Recreation Center)
Storm Drain: E. 29th St.
Street Light: 23rd Ave. and
E. 27th St.
Street Sweeping Project
Telecommunication Devices for
the Deaf
Vantage Point Park
Wallace Street Study

Fruitvale

Allendale Recreation Center
Improvements
Bilingual/Spanish Children’s
Library Services
Bridge Foothill Park and Annex
Brookdale Park: Recreation
Center Renovation and Park
Improvements
Community Gardens
Dimond Rohan Branch Library
Fruitvale Avenue Boulevard
Project
Fruitvale Plaza
Neighborhood Commercial
Revitalization
Nicol Mini Park
Nueva Vista
Oakland Housing Authority:
Resident Paint Training
Program
Peralta Hacienda Historical Park
Peralta House Restoration
Public Service Facilities
Assistance Program:
Rehabilitation Grants
Sanborn Park: Recreation Center
Renovation and Park
Improvements
Sanborn/Sausal Creek Study and
Development
Sidewalks, Curbs, and Gutters:
Elmwood Ave., Kennedy Tract,
Ransom Ave., 34th Ave.
Street Reconstruction: 34th Ave.
(Orchid to Galindo)
Teen Employment, Educational
and Communication Skills
Training
Traffic Signals: Foothill and 36th
Ave., Fruitvale and E. 23rd St.
Utilities Undergrounding
Assistance: Coolidge Ave.

Central East Oakland

Arts and Cultural Development Program
Child Care Center Capital Improvement Grant
Child Care Facilities Rehabilitation Assistance
Coliseum Gardens Park (San Antonio Villa Open Space Development)
Concordia Park
Eastlake Program Center
Fremont Pool Renovation
Greenman Recreation Field Renovation
Housing Authority Site Improvements
Housing Development
Intersection Median: MacArthur Blvd. and Camden Ave.
Maxwell Park
Mission S.A.F.E.
Multi-Family Housing Rehabilitation Project
Neighborhood Commercial Revitalization
Public Service Facilities Assistance: Family Day Care Homes
Rainbow Recreation Center
San Antonio Portable Building Renovation
Sidewalks, Curbs, and Gutters: 64th Ave., Brann St. Melrose, Frick, 61st Ave., Lockwood/Tevis, 60th Ave.
Snell and 69th Ave. Street Improvement
Storm Drain: Rudsdale St.
Traffic Signals: Bond and 14th Ave.; Arthur and 73rd Ave.; Vicksburg and Foothill; High St. and Virginia; High, Ignacio, and Courtland
65th Ave. Mini Park

Elmhurst

Allen Temple Arms: Phase I
Arroyo Viejo Park Improvements
Brookfield Recreation Center Renovation and New Tennis Courts
Brookfield Village Branch Library
Business/Job Development Equity Ownership Project
Columbian Gardens Community Center Renovation and Improvements
East Oakland Health Center
East Oakland Licensed Day Care Association: Day Care Public Service Training Program
East Oakland Youth Development Center
East Oakland Youth Development Center: Project Joy
Eastmont Mall Library Kiosk
Elmhurst Park Improvements
Elmhurst Redevelopment Project
Elmhurst Swimming Pool Development Study
Elmwood Homes
Oakland Housing Authority: Resident Paint Training Program
Office Facility for Oakland Neighborhood Housing Services, Inc.

Organized People of Elmhurst Neighborhoods: Youth Employment Training Program
Owner-Built Housing: Phases I and II
Pippin Street Mini Park
Sidewalks, Curbs, and Gutters: Woodland/Highland, Hillside St., Eastmont, Brookfield Village
Street Signs for Libraries
Tassafaronga Park: Recreation Center and Park Improvements
Traffic Signals: Empire Rd. and 98th Ave., E. 14th St. and 82nd Ave.
Tyrone Carney Park
Utilities Undergrounding Assistance: Edes Ave.
76th Ave. Mini Park
85th Ave. Mini Park
88th Ave. Mini Park
89th Ave. Mini Park
92nd Ave./Elmhurst Local Development Corporation Housing Project

All Districts

Animal Control
Grate Conversions
Home Alert Street Signs
Hydrant Spotter Program
Litter Containers
Mandatory Garbage
Mobile Recreation
Neighborhood Recreation Garden
ONTOP
Removal of Barriers to the
Handicapped
Revitalization Projects (hand
sweeping, weed clearance,
right of way maintenance)
Sidewalk Clean-up
Silco Housing: Phases I and II
Street Reconstruction
Street Tree Planting Program
Turnkey Recreation
Improvements

Economic Development Projects

Association of Retarded Citizens
Bank of America Revolving Loan
Fund
Business Assistance
Business Development Program
Delivery Cost
California Regional Small
Business Development
Coliseum Area Implementation
Coliseum Area Industrial
Development Specialist
Coliseum Business/Industrial
Park
Commercial and Industrial
Rehabilitation Loan Program
Construction Procurements
Services
Economic Development and
Technical Assistance and
Contractor Service Center
HUD 108 Program
Jobs Resources Program
Legal Assistance
Merchants Association
Assistance
Minority Construction
Assistance

National Development Council
Neighborhood Commercial
Revitalization Rehabilitation
Loan Fund
Neighborhood Economic
Development Fund
Oakland Business Development
Corporation/Accounting
Assistance
Oakland Business Development
Corporation Program Delivery
Planning and Program
Development/Office of
Economic Development and
Employment
Pre-Employment Training
Program
Project Development Delivery
Cost
Technical Support for Mayor
U.S. Black Chamber of
Commerce

OAKLAND
CITY COUNCIL

David J. Wilson, Mayor
Frank Ogawa, Vice Mayor

Sanjit Dhillon
Barbara Cannon
Joseph E. ...
Richard ...
... City Manager

COMMUNITY
DEVELOPMENT
ADVISORY
COMMISSION

Sanjit Dhillon, Chairman
Joseph ...
Sanjit ...
Joseph ...
Michael ...
... Director OCD



OAKLAND COMMUNITY DEVELOPMENT DISTRICTS

/// Areas in the Community Development Districts which are not eligible for district funded projects since they are not predominantly low to moderate income.

OAKLAND
CITY COUNCIL

Lionel J. Wilson, *Mayor*
Frank Ogawa, *Vice Mayor*

Leo Bazile
Aleta Cannon
Marge Gibson
Carter Gilmore
Mary Moore
Wilson Riles, Jr.
Richard Spees
Henry Gardner, *City Manager*

COMMUNITY
DEVELOPMENT
ADVISORY
COMMISSION

Kier Taylor, *Chairperson*
Henry Chang, *First Vice Chairperson*
Sam Caponio, *Second Vice Chairperson*
Josie de la Cruz
Michael Dean
Rev. Herbert Guice
Lillian Love
Antoinette Hewlett, *Director OCD*



COMMUNITY DEVELOPMENT: IMPETUS FOR URBAN CHANGE
A TEN YEAR REPORT ON THE CDBG PROGRAM

is published by the

CITY OF OAKLAND

Office of Community Development

1417 Clay Street

Oakland, California 94612

Area Code 415-273 3344

© 1985

Design and Photography: *Marcia J. Nowak*

Research and Text: *Susan Lucyga*

Typesetting: *Ad Comp Typography*

Color Separations: *Spectrum Litho*

Printing: *America Printing Company*